



**Washington State Higher Education Coordinating Board  
Resolution Number 06-11  
2006-2007 High-Demand Enrollment Grant**

**Institution:**

Eastern Washington University

**Program:**

Physical Therapy

**Budget Amount:**

\$110,600

**FTE:**

10

**Proposal History<sup>1</sup>:**

The original proposal was dated 5-3-06.

The proposal text was updated by Eastern Washington University on 6-16-06.

**Notes:**

1. The proposal posted here on the HECB Web site reflects all updates.

**Program/Funding**                      **Expansion of Enrollment Opportunities in High-Demand  
Fields**

**Agency:**                                      **Washington Higher Education Coordinating  
Board**

**Title of Project:**                      **Expanding Enrollment Opportunities in Physical  
Therapy at Eastern Washington University**

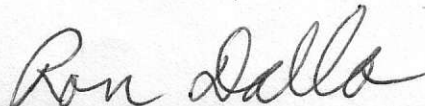
**Requested FTEs:**                      **10 FTES in FY06-07**

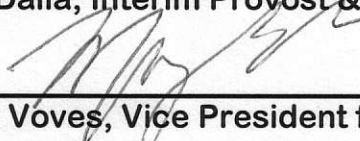
**Applicant/Address:**                      **Eastern Washington University  
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201 Showalter Hall, Cheney, WA 99004-2444**

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**Authorizing Officials:**

 5-1-06  
\_\_\_\_\_  
Ron Dalla, Interim Provost & Vice President for Academic Affairs

 5-1-06  
\_\_\_\_\_  
Mary Voves, Vice President for Business & Finance

# **Expanding Enrollment Opportunities in Physical Therapy at Eastern Washington University**

## **Program Description**

### *Eastern Washington University's Doctor of Physical Therapy Program*

Eastern Washington University (EWU) has prepared students to practice physical therapy for twenty years. Graduates of the physical therapy program received a baccalaureate degree until the mid-1990s when the program converted to offering the entry-level masters degree. In 2002, EWU received approval from the Higher Education Coordinating Board to offer the Doctor of Physical Therapy (DPT) degree. The first class to receive the DPT graduated in June 2005. The physical therapy program is fully accredited by the Commission on Accreditation in Physical Therapy Education (CAPTE).

The graduates of the Doctor of Physical Therapy program at EWU are prepared to deliver physical therapy services in a wide variety of settings. Physical therapy graduates examine, evaluate and treat patients with dysfunction of the musculoskeletal, neuromuscular, cardiopulmonary, and integumentary systems. They engage as clinical scientists to contribute to the evidence of practice, and educate clients/family and the community on prevention of disease and health promotion.

Students are admitted to the DPT professional program as a cohort in the fall. The program is 11 quarters in length including the two intervening summer sessions. The first two years consist of basic science and clinical science courses while the last year consists of full-time clinical internships and research projects. Prior to entering their full-time clinical internships in the fall, students must pass a comprehensive examination covering the first two didactic years.

Eastern Washington University's program in physical therapy is designed around a case-based model where students study the various aspects of the profession through patient scenarios. During the first year, students take courses in the basic sciences pertinent to the profession of physical therapy. These include clinical anatomy and physiology, biomechanics, neuroscience, therapeutic exercise diagnosis, pharmacology, evidence-based practice and physical modalities. These are followed in the second year by a series of courses that integrate medical science knowledge and clinical skill through patient scenarios. Students address a range of client problems (musculoskeletal, neuromuscular, cardiopulmonary, or integumentary disorders) consistent with the five elements of patient care (examination, evaluation, diagnosis, prognosis and intervention). Students work on increasingly complex patient cases as they advance through the curriculum.

The program is strengthened through excellent partnerships with the health care community and other institutions of higher education. Physicians, clinical physical therapists and other health care providers regularly participate in the curriculum to share their expertise with students and/or to act as assistants during labs. Faculty from the School of Pharmacy at Washington State University provide instruction on pharmacology for the physical therapy students. A professional advisory board, made up of professionals who hire physical therapists, provides curriculum assessment and other information to keep the program relevant to current practice. Students intern in many states throughout the western United States, with most interning in the Northwest. They work closely with their clinical supervisors who provide hands-on instruction and oversight.

The Department of Physical Therapy is located on the Riverpoint Campus in Spokane. The departmental facilities include two 1675 square feet teaching labs, three research and

practice labs (neuromuscular, musculoskeletal, and exercise physiology) of approximately 900 square feet each, and an anatomy laboratory with ten cadaver dissection tables. The equipment for each of the teaching laboratories are recently new and includes a motor control/gait evaluation system, medical monitoring systems and medical simulations dummies which permit the students to evaluate a variety of medical conditions in the laboratory setting.

Eastern Washington University's program graduates excellent physical therapists. Regularly, clinical educators who supervise EWU's students in clinical internships comment on how well EWU's students are prepared in the basics well as clinical sciences. The graduation rate from the program is 99%. Graduates of EWU have a 100% pass rate on the state licensing examination which is above the national average of 82%. One hundred percent of graduates who desire to work are employed as physical therapists.

#### *Plan for Increasing Enrollment*

Demand for entrance into physical therapy schools is very high. During the past application period, Eastern Washington University received over 150 applications for the 34 available positions and the University of Washington received over 250 applications for their 30 positions. Thus, over 400 applications were received for the 64 seats at the two state institutions offering a program in physical therapy. In addition, employers are struggling to find enough licensed physical therapists to fill vacant positions. The U.S. Department of Labor, Bureau of Labor Statistics, estimate a 36.7% increase in need of physical therapists by 2014.

Eastern Washington University proposes a strategy for increasing enrollments in the professional physical therapy program from by 10 FTE in the 2006-2007 academic year.

The physical therapy program admits a cohort of students each fall who take the same courses in a lock-step program for three years. Each class is taught with the entire cohort

enrolled. Both the first and second year students are enrolled in classes concurrently at the Riverpoint Campus in Spokane. During an academic year, 36 different courses are provided for these students. In addition, each third year student is being mentored by a core faculty member for their research project. Due to the hands-on nature of the learning required of physical therapists, students must be closely monitored during instruction. To provide the necessary supervision, many classes require two faculty members to be present. Thus, to successfully admit additional students into the program, additional faculty will be required to maintain the quality and intensity which has made the EWU program successful.

In addition to a new faculty member, an increase in faculty support will be required to facilitate instruction and provide faculty the time to mentor the students. The program proposes to hire an office assistant to provide the necessary support to the faculty and to the students. It has been previously noted by CAPTE that the Department lacked sufficient secretarial support. Adding faculty will only exacerbate the problem of faculty support without additional staff. Additional clinical internship sites for the additional students will be required to support the additional students admitted to the program.

To increase EWU's physical therapy program enrollment by 10 FTE and educate them to the standards both employers and students expect from the program will require the following:

- Hiring a full-time physical therapy professor,
- Hiring a full-time office assistant, and
- Providing additional clinical intern sites.

Applications for the program are due the 1<sup>st</sup> Friday in January. The applications are reviewed and all qualified students are then interviewed during February. Notices of acceptance are then sent out in early March. Due to the high number of qualified applicants this year, we

have a large alternate pool (32) of applicants remaining who are available to be entered into the Class of 2009 this fall. To increase the size of the class from 34 to 40 could be easily accomplished with the available alternates.

It takes nearly a year to successfully hire a faculty member, thus the faculty position will need to be filled by a Visiting Professor while the department goes through the process of advertising, interviewing and hiring a new faculty member. Eastern already has a Visiting Professor who was hired while the department filled another open position. She is willing to continue as a Visiting Professor until a new tenure track position is hired. During Academic Year 2006-07, advertising for the faculty position will be placed in the Chronicle for Higher Education, Physical Therapy Bulletin On-Line, and other appropriate publications and mail notices will be sent to faculty at other institutions. Applicants will be ranked based on identified needs of the department. Three candidates will be identified to bring to Spokane for on-site interviews and presentations to the faculty and students. An offer for hire will be made to the selected candidate to begin at Eastern Washington University in the Fall of 2007.

The hiring of an office assistant will follow established requirements for the hiring of classified staff. Upon approval of the grant, advertising for the position will begin with subsequent interviewing of qualified applicants. It is proposed to have an office assistant hired by the start of the Fall Quarter 2006.

The addition of 6 more students will require the acquisition of 24 additional internship sites. Currently, the program is pressed to place in a timely, meaningful way its current students due to the number of clinical sites and the experiences required of the students. The normal time to complete legal agreements between facilities and the university is about one year. Finding enough willing and capable sites will take approximately six to eight months. The department

currently has half-time support for the Academic Coordinator of Clinical Education (ACCE) who will assist the ACCE in developing the new clinical sites. The sites will be secured by the time the additional students start their internships.

### **Responsiveness to Economic Needs**

Increasing the number of qualified, licensed physical therapists in Eastern Washington will help the Spokane area meet its economic development goals. The city of Spokane is the largest northern city between Minneapolis and Seattle and second largest city in Washington. However, the city is only 19<sup>th</sup> in per capita income in the state and 13.7% of its citizens live below the federal poverty line, more than the state average. Median family income lags behind state averages by \$6,400 a year.

Over the last ten years, Spokane government and business leadership have sought ways to improve economic prosperity in the region. Studies, consultant reports, and strategic planning efforts have abounded. They have included the highly publicized Pace Report in the mid-1990's, the Kozlow Report in 2000, and Spokane Comprehensive Economic Development Strategy of 2004. Consistently, Spokane's health care sector has been touted as one the region's economic strengths and one that should be bolstered to increase economic prosperity.

Spokane has the largest health care sector between Seattle and Minneapolis/St. Paul, and it is the leading industry in Spokane. The city has five major hospitals. Two are the second and third largest in the state. It is the major hub for health professionals serving the northwestern United States. People come from Eastern Washington, Idaho, and Montana as well as parts of Oregon and Wyoming to receive health care. Health. Health services represents 40% of the service sector. It makes up 14% of total county income, and 12% of total jobs in the county. The health care sector grew by 3.4% in Washington State in 2005 and that growth is expected to



continue in Spokane and elsewhere as the boomers age and increase their need for health care services.

The common wisdom is that economic growth is most successful when a community plays to its strengths. When Spokane Area Economic Development Council published its *Comprehensive Economic Development Strategy* in 2004, the authors encouraged growth in the health care sector as a way to increase the economic health of the area. One strategy of the plan is “to foster higher concentrations of jobs in the following clusters: medicine, technology, biotechnology and education.”

The authors suggest four specific actions to meet this objective. This project directly responds to two of them. One action speaks to the need for advanced higher education programs in the health fields. “Encourage,” reads the plan, “the development of world class higher education support for health care, medical and biotechnological industries.”

Additional physical therapists in Spokane and Eastern Washington will also respond to the action, “Increase volume of patients from outside the region.” Practicing physical therapists in town, available to see patients, will continue to attract clients from the extensively rural parts of the west.

An earlier economic development strategic plan written by Dr. David R. Kolzow for the Mayor’s Commission for Economic Development also specifically addresses the importance of the health care arena for economic growth and the importance of higher education in this area. “The appropriate local education institutions,” reads strategic action 10, “will expand their enrollment of appropriate programs to meet workplace needs. These programs may include strengthening or creation of more awareness of programs in information technology,

engineering, *health services*, software development, and professional services, all of which have been identified as important to the future growth of the Spokane area.”

### **Demonstration of Demand**

#### *Employer Demand*

Employers in Washington State are struggling to find enough qualified, licensed physical therapists. Graduates of EWU’s physical therapy program have 100% job placement. Students typically interview at five or ten places to decide where they want to work. Each spring, EWU students organize a job fair for employers looking to hire physical therapists. The number of employers participating have increased from 20 four years ago to nearly 100 this past year.

The demand for physical therapists is expected to grow. The Department of Labor, Bureau of Labor Statistics, Occupational Outlook Handbook, 2006-07 Edition, expects the employment of physical therapists to “grow much faster than the average for all occupations through 2014”. The Handbook notes: “The growing elderly population is particularly vulnerable to chronic and debilitating conditions that require therapeutic services. Also, the baby-boom generation is entering the prime age for heart attacks and strokes, increasing the demand for cardiac and physical rehabilitation. Further, young people will need physical therapy as technology advances saves the lives of a larger proportion of newborns with severe birth defects.” What is true nationally is also true of Washington State. People in the state are aging and surviving accidents, heart attacks and strokes that require physical rehabilitation.

The PT Bulletin On-Line, a publication of the American Physical Therapy Association, for April 21, 2006, listed 156 job openings for physical therapists in Washington State. The number of job openings has increased from an average of 27 in the summer of 2003 to the current level of 156. This is an increase of over 500% in the number of vacant positions in the

state in the past three years. In addition, the Department of Physical Therapy at EWU receives email and phone messages from employers seeking to find physical therapists. The unemployment rate for physical therapists is 1.8%. The following table developed with data from Washington State Labor Market and Economic Analysis predicts long term occupational projections from physical therapists in Washington State, Spokane County and Rural Eastern Washington.

|                             | 2005<br>Employment | 2010<br>Employment | 2005-2010<br>Growth | 2005-2010<br>Average<br>Openings |
|-----------------------------|--------------------|--------------------|---------------------|----------------------------------|
| Washington<br>State         | 3144               | 3490               | 2.1%                | 157                              |
| Spokane<br>County           | 229                | 255                | 2.1%                | 11                               |
| Rural Eastern<br>Washington | 69                 | 76                 | 2.0%                | 3                                |

Past placement data on 274 EWU's physical therapy graduates indicates that the university's graduates will stay in Eastern Washington and Washington State to meet the future demands for physical therapists. One hundred percent of the program graduates are employed as physical therapists. Fifty-one percent are employed in Eastern Washington. Twenty-two percent are employed in Western Washington. Only 27% have left the state to practice.

### *Student Demand*

Eastern Washington University's Physical Therapy program consistently receives many more qualified applicants than can be admitted. This past year, over 150 applications were received with 115 applicants being invited for an interview. Thirty-four students were admitted to the class of 2009 to begin in the fall of 2006. Almost double that number was placed on an alternate list.

## **Identification of Program Goals, Outcomes and Assessment Plan**

- Goal 1)            Increase the capacity of EWU's Doctor of Physical Therapy program
- Outcome A: 10 additional FTE, admitted in Fall 2006, increasing the entering cohort in 2006-2007, and each year thereafter.
- Outcome B: Nine physical therapy faculty available to teach students by Fall 2006, and each year thereafter.
- Outcome C: An additional office assistant to assist faculty and students by Fall 2006, and each year thereafter.
- Goal 2)            Continue to graduate highly qualified and employable students during transition to larger enrollment.
- Outcome A: One hundred percent of the graduating DPT classes of 2006 – 2009 will demonstrate they have the academic and clinical skills to be independent practicing physical therapists.
- Outcome B: Ninety-five percent of the graduating DPT classes of 2006 – 2009 will pass their licensing exam the first time.
- Outcome C: One hundred percent of the graduating DPT classes of 2006 – 2009 will be employed in physical therapy positions within three months of graduating.

Assessment for this project will be the responsibility of the Department Chair and Operations Manager and part of their on-going responsibilities for assessing the performance of the Physical Therapy program. The Department Chair, with assistance from the Operations Manager and appropriate faculty, will each quarter examine progress toward each outcome to see either if the outcome has been met or to ensure that the plans to meet the objectives are being enacted. For example, is the process underway to hire a new faculty member? Is the

groundwork being done to establish new clinical sites? Is the process underway to hire an office assistant? In addition, student learning, routinely measured in individual classes, will be discussed each quarter with faculty to ensure that the academic quality of the program remains high with a larger cohort. If student performance appears to falter, the Chair will convene faculty to plan and implement strategies that will increase student learning.

The following table indicates the assessment methods for each outcome:

| <b>Outcome</b>   | <b>Measures</b>  |
|--|--|
| 10 additional FTE, admitted in Fall 2006, increasing the entering cohort in 2006-2007, and each year thereafter.   | Count of entering cohort collected by Operations Manager as part of existing procedures.   |
| Nine physical therapy faculty available to teach students by Fall 2006, and each year thereafter.  | Count by Operations Manager as part of existing procedures.  |
| Additional clinical sites available for student placement.   | Count by Operations Manager and Academic Coordinator of Clinical Education as part of existing procedures.   |
| One hundred percent of the graduating DPT classes of 2006-2009 will demonstrate they have the academic and clinical skills to be independent practicing physical therapists. | Student learning outcomes will be assessed by Chair and Faculty once each quarter. Instruments used will include measurable behavioral objectives developed for each class; practice pattern objectives, scores on the comprehensive examination and the 24 performance criteria on the Clinical Performance Instrument (a tool tested for reliability and validity by the American Physical Therapy Association). |
| Ninety-five percent of the graduating DPT classes of 2006-2009 will pass their licensing exam the first time.  | Test data collected from the Federation of State Boards of Physical Therapy Examiners on each graduate as they take the licensure exam. This is part of existing procedures.   |

### *University Commitment*

While the university's preference would be that, should this proposal receive funding, those funds would be reflected in EWU's funding base for FY08, the administration understands this is not guaranteed. EWU is committed to maintaining the instructional and support services for the additional students enrolled in this program. The Office of Academic Affairs will ensure that the college receives adequate funds to support the enrollments. The Office of Academic Affairs and the colleges receive base dollar allocations generated by increased tuition collected by the University. These two pools would be the source of funding to continue these programs.

*Eastern Washington University*  
**High Demand Proposal**

*Expanding Enrollment Opportunities in Physical Therapy*  
**2006-07 HIGH DEMAND ENROLLMENTS**

**New Students Served by this proposal**

| <b>Student Headcount (Optional)</b> | <b>Student FTE (Required)</b> |
|-------------------------------------|-------------------------------|
|                                     | 10.0                          |

|  | <b>Staff Headcount</b> | <b>Staff FTE</b> | <b>One Time Costs</b> | <b>Recurring Costs</b> | <b>Total Costs</b> |
|--|------------------------|------------------|-----------------------|------------------------|--------------------|
|  | Optional               | Required         | All Sources           | All Sources            | All Sources        |
| <b>Faculty Salaries (including benefits)</b>   |                        |                  |                       |                        |                    |
| Faculty including benefits                     |                        | 68640.0          |                       | 68,640                 | 68,640             |
| Adjuncts including benefits                    |                        |                  |                       |                        | 0                  |
| TA Salaries including benefits                 |                        |                  |                       |                        | 0                  |
| <b>Staff Salaries (including benefits)</b>     |                        |                  |                       |                        |                    |
| Exempt   |                        |                  |                       |                        | 0                  |
| Classified                                     |                        | 32505.0          |                       | 32,505                 | 32,505             |
| Hourly   |                        |                  |                       |                        | 0                  |
| <b>Personal Service Contracts - describe</b>   |                        |                  |                       |                        | 0                  |
| <b>Goods and Services</b>                      |                        |                  |                       |                        | 0                  |
| Travel   |                        |                  | 3,108                 |                        | 3,108              |
| Equipment                                      |                        |                  | 2,500                 |                        | 2,500              |
| Other - describe if over \$5000                |                        |                  | 2,600                 | 1,200                  | 3,800              |
| <b>Total Instruction</b>                       | 0.0                    | 101145.0         | 8,208                 | 102,345                | 110,553            |
| <b>Recurring Indirect Costs:</b>               |                        |                  |                       |                        |                    |
| Primary Support                                |                        |                  |                       |                        | 0                  |
| Libraries                                      |                        |                  |                       | 5,011                  | 5,011              |
| Student Support Services                       |                        |                  |                       | 8,429                  | 8,429              |
| Institutional Support                          |                        |                  |                       | 13,673                 | 13,673             |
| Plant Operation and Maintenance                |                        |                  |                       | 11,770                 | 11,770             |
| <b>One-time Indirect Costs (Grant Admin)</b>   |                        |                  | 0                     |                        | 0                  |
| <b>Total Expenditures (Uses)</b>               | <b>0.0</b>             | <b>101145.0</b>  | <b>\$ 8,208</b>       | <b>\$ 141,228</b>      | <b>\$ 149,436</b>  |
|  |                        |                  |                       |                        |                    |
| <b>Total Cost Per Student FTE</b>              |                        |                  |                       |                        | 14,944             |
| <b>Less: Annual Tuition Per Student</b>        |                        |                  |                       |                        | 3,884              |
| <b>Requested State Funding Per Student FTE</b> |                        |                  |                       |                        | 11,060             |

**Notes:**

Institutional costs will be supported by tuition dollars only.

Grants Administration costs at 8% are waived for the FY 06-07 High Demand Program in order to provide maximum benefits to programs and students.

EWU reserves the right to apply Grants Administration costs in future years of the program.

Graduate tuition has been calculated as follows: \$2,036/qtr. X 3 qtrs. = \$6,108 x 6% anticipated tuition increase = \$6,474 per headcount.

Tuition budgeted in the spreadsheet is calculated as follows: \$6,474 x 6 headcount = \$38,844 divided by 10 FTEs = \$3,884.

April 25, 2006

To Whom It May Concern,

The intent of this letter is to recommend and advocate for the inclusion of additional student placement at EWU's Doctoral Physical Therapy Program. As a member of the profession and a clinic owner, I see the benefit of additional student placement for the general public and the delivery of health care.

I have been a member of the profession of Physical Therapy for 20 years and have worked through chronic shortages of well trained physical therapists. The inability to recruit employees has been a staffing issue in many hospitals, clinics, and institutions. The shortage of physical therapists has ultimately led to the inability to provide care to all patients who seek care.

As our population ages, I foresee the need for additional physical therapists. Also as the value of physical therapy services are recognized by the public and other health care providers, well trained physical therapists will be needed in the health care market. I believe that EWU's Doctoral Physical Therapy Program can help meet that need by educating additional health care providers.

The quality and caliber of student from EWU's Doctoral Physical Therapy Program is outstanding. I firmly believe that the profession of Physical Therapy and the needs of the health care consumer can be met by additional student placement at EWU's Doctoral Physical Therapy Program.

If I can be of further assistance, please feel free to contact me at Apex Physical Therapy, PLLC.

Sincerely,

Robert M. Paull, PT OCS





# Holy Family Rehabilitation Services

A PROVIDENCE SPONSORED MINISTRY

To the Higher Education Coordinating Board,

Please accept this letter of support for the EWU Physical Therapy Program adding more student openings in their curriculum.

As the Director of Rehabilitation Services at Holy Family Hospital, we would benefit from the additional PT resources within our community.

Recruitment is a challenge for all hospitals, at HFH it frequently takes 3 to 4 months to fill a PT vacancy.

Our hospital system has several rural hospitals that have had PT openings for over 1 year before being able to hire.

The additions to the EWU program would provide a significant benefit to the Greater Inland Northwest PT community.

Thank you for your consideration,

Diane K. Pickens, PT  
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Spokane, WA 99208  
509-482-2281  
fax 509-482-1852